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28 March 1955

MEMORANDUM FOR: Chief, Plans and Policy Staff

SUBJECT : Suggestions for the DD/S on Personnel Problems

1. The following paragraphs discuss two personnel problems. Most of these problems are well known and a great deal of thinking has undoubtedly been done about them. None of them have easy solutions, but all require being pushed to some solution in order to increase Agency efficiency and effectiveness.

2. It is my understanding that, at the present time, a majority of applicants are processed in this order: interviews by the Office of Personnel; testing of all locally-hired clerical people and a minority of professional people; security investigation; medical examination; polygraph; general personnel processing, including testing of perhaps a majority of professionals. One difficulty with this processing is that the majority of professional applicants are tested after they are on board. Obviously, the testing program would have more effectiveness if it were conducted prior to employment. Plans are being formulated by the A & E Staff, in cooperation with the Office of Personnel, which will make this possible. Apart from this question, the above system of processing violates an axiom of personnel people, namely that, other things being equal, the least expensive parts of processing should be put first in the procedure. Whenever security processing is put early, the risk is taken that a process costing in the thousands of dollars is wasted because of rejection by a process which is relatively inexpensive, e.g., medical or psychological examination.

a. Bringing people to Washington at Agency expense for medical and psychological examinations and personnel interviewing prior to putting into security processing would probably be equally expensive. Decentralization of the medical and psychological examinations and any interviewing necessary might well be practicable.

b. The A & E Staff is in the process of decentralizing its Junior Officer Trainee testing through such decentralization. It is already clear that this decentralization procedure will work for this particular examination. If through consultants or Agency staff a similar decentralization could be accomplished for other elements of the procedure, it is highly probable that the savings might reach a very large figure.

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c. It is understood that the State Department has already resorted to a decentralized system.

3. Assigning individuals a serial number so they can be identified with certainty in files generally and in IBM files specifically is an essential whenever records are to be consulted and used for individual purposes. Defense organizations have long had a serial numbering system. CIA has a confusion of numbers. I do not know how many exist, but I am aware that payroll has one numbering system, personnel another, and the A & E Staff was forced to develop a third. The A & E Staff must spend 3 minutes per person in assigning this number. It will not be long before the A & E Staff will be spending 25 man weeks per year assigning numbers to individuals receiving Fitness Reports, individuals tested for one or another purpose, and individuals who register for OTR courses. This estimate is based on an average of 20,000 Fitness Reports, Training Evaluations, and test papers being processed, an estimate which is conservative. If one adds to this 25 weeks the time other offices are spending in assigning numbers, the possibilities for saving become large. It is urged that a serial number be assigned to the individual on entrance on duty, this number to be used consistently throughout his career for all purposes. *How about his Lodge number?*

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Assessment and Evaluation Staff